



# Building Excellence Progress Report

Operations Work Group  
January 14, 2019

*Report # 7 by the Long Range Facility Planning Team*

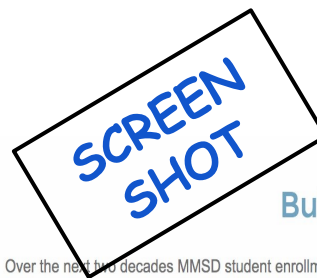
# Goals for this Presentation:

- Reconnect with the Building Excellence Project
- The Big Picture - S.W.O.T. Analysis v1.0
- Workstreams and Timelines
- Preview High School Facility Assessments
- Added: Preview Recommended Land Purchase

# **MMSD Building Excellence Website**

An Online Facility Planning Resource

visit:



## Building Excellence

Over the next two decades MMSD student enrollment will increase as the city of Madison continues to grow and prosper. Along with our students, families, staff and community, we are developing a set of planning tools called *Building Excellence*, to address this growth and ensure our facilities serve teaching and learning throughout the district.

[Español](#)



### A different kind of facilities planning process

*Building Excellence* is a living set of resources that will be used to initiate a new approach to long-range facility planning. Unlike a fixed plan that lays out a district-wide project list and timeline, our approach taps into an ever-growing database of information about each of the five project areas below (*Attendance Areas, Community Growth Projections, Building Assessments, Instructional Design Needs, and Community Engagement*). *Building Excellence* provides resources to identify and prioritize needs through a cyclical process that will allow for greater transparency and accountability,

<https://accountability.madison.k12.wi.us/building-excellence>

*“A school district with a comprehensive assessment including deferred maintenance, will be better positioned in the most cost effective way.*

*Neglecting capital needs may contribute to higher costs and endanger future revenue generation.”*

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**S&P Global**  
Ratings

# Our Values:

## **Strategic Framework:**

Core Values, Graduate Vision

## **Targeted District Plans:**

Technology, Behavior, Special Education, ELL,  
Advanced Learners

## **Emerging Instructional Design Issues:**

Pathways, DLI/DBE, EC/4K

# Capital Planning S.W.O.T. Analysis



## **Strengths:**

- Many classic school buildings with deep neighborhood roots
- **Sufficient capacity to meet enrollment demand *in most cases***
- Recent upgrades to improve capacity where needed, improve accessibility, and update technology backbone
- Relatively small school communities with favorable staffing ratios have created desirable learning environments
- Strong facilities leadership team, with expertise in building trades and operations
- Strong community support for public education as demonstrated by recent referendum results
- **Solid financial condition with low level of existing debt**
- Large, growing tax base with positive long term forecast
- Steady or slightly increasing resident enrollment over long term
- Underutilized capacity provides an opportunity to innovate and accommodate greater community use

## **Weaknesses:**

- **Existing school buildings - average age 55 years - have substantial deferred maintenance needs at all levels**
- Lacking neighborhood elementary schools in some key areas, and high school capacity at West and Memorial
- Alternative programs need an long-term facility solution
- Small schools with underutilized space create cost inefficiencies and/or unrealized opportunities to innovate
- Specialized spaces are dated, substandard (arts, athletics, STEM)

## **Threats / Constraints:**

- **Market share pressure on MMSD enrollment**  
*Non-MMSD Charters, Private School Vouchers, Open Enrollment*
- Operational and capital needs combined could exceed taxpayer capacity
- School district boundary not aligned to City of Madison, cutting off most City residential growth from MMSD

- Surge of new school construction in surrounding districts

- Closing/consolidating schools is unpopular and disruptive



# Capital Planning Work Streams

With Preliminary Topics Listed Below



## Renovate for 21st Century Teaching and Learning

Four high schools

Twelve middle schools

Thirty-two elementary schools

Three support buildings



## Reimagine Over/Under Utilized Spaces

Example: West High School; Leopold Elementary School are overutilized

Example: Four eastside elementary schools projected to enroll less than 200 students each, all underutilized

## Stabilize Program Locations

Nuestro Mundo

Capital High

Special Ed program sites

Daily rentals for professional development activity

## Invest in Neighborhood School Sites

Students in the Badger Rock area attend Allis

Students in Allied Dr. area attend Crestwood, Stephens

Future city development east (Sprecher site) and far west (Acacia Ridge) will create future facility needs

## Create Equitable District Boundaries

City of Madison east side future development is in Sun Prairie School District

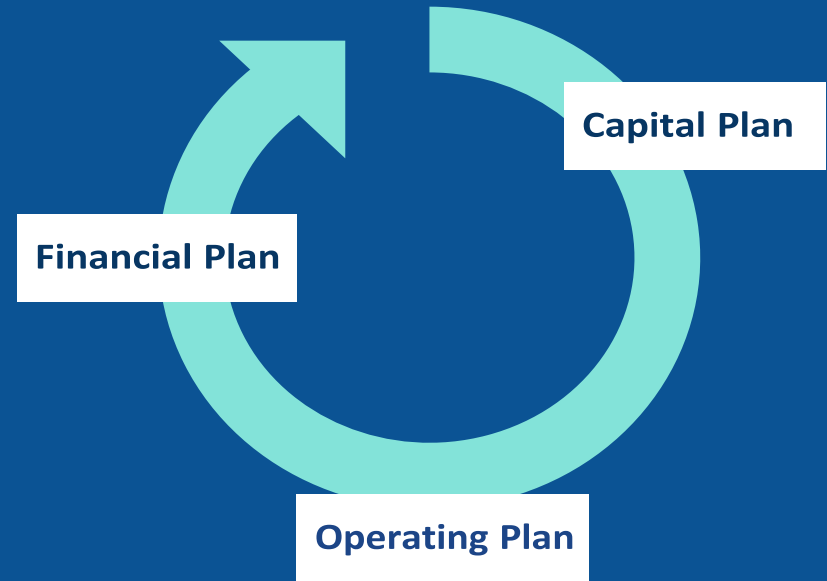
City of Madison's Yahara Hills development is in the McFarland School District

Western boundary adjoining MMSD and MCP has irregular island pattern

South boundary adjoining MMSD, Oregon, Verona not aligned to development pattern

# Capital Plan and Operating Plan Working Together

- Total capital needs are ***greater than any single referendum can reasonably address***; prioritization is the key
- Operating needs must be planned for in conjunction with capital needs
- Financial plan must be a comprehensive, integrated, long term solution structured on future tax base growth



# Building Excellence Project Calendar

This schedule is designed to make possible a November 2020 facility referendum. The Board of Education owns that key decision and would need to act on it by May 2020.

	January 2019	May 2019	June 2019	July 2019	Dec 2019	May 2020	June 2020	June - Nov 2020	Nov 3 2020
Project Activity	Project update & high school preview; Acacia Ridge update	Present initial range of B.E. options for board discussion	Per Policy, Annual Facility Report to board	Revised options for board review prior to public input	Present vetted, prioritized, near final options for board discussion	May 25 is the effective date by which the Board would authorize a school bond referendum for Nov 2020	Per Policy, Annual Facility Report to board	Public information effort to inform the Madison community	Date of the general election
Board Action	Provide reaction to overall scope; Review land purchase	Reaction to options, give direction to the B.E. team	Board Action on Annual Facility Report	Direct B.E. team to begin public engagement process	Begins 5 month window for Board evaluation	Board action setting Nov 2020 referendum in motion	Board Action on Annual Facility Report	Public information effort to inform the Madison community	

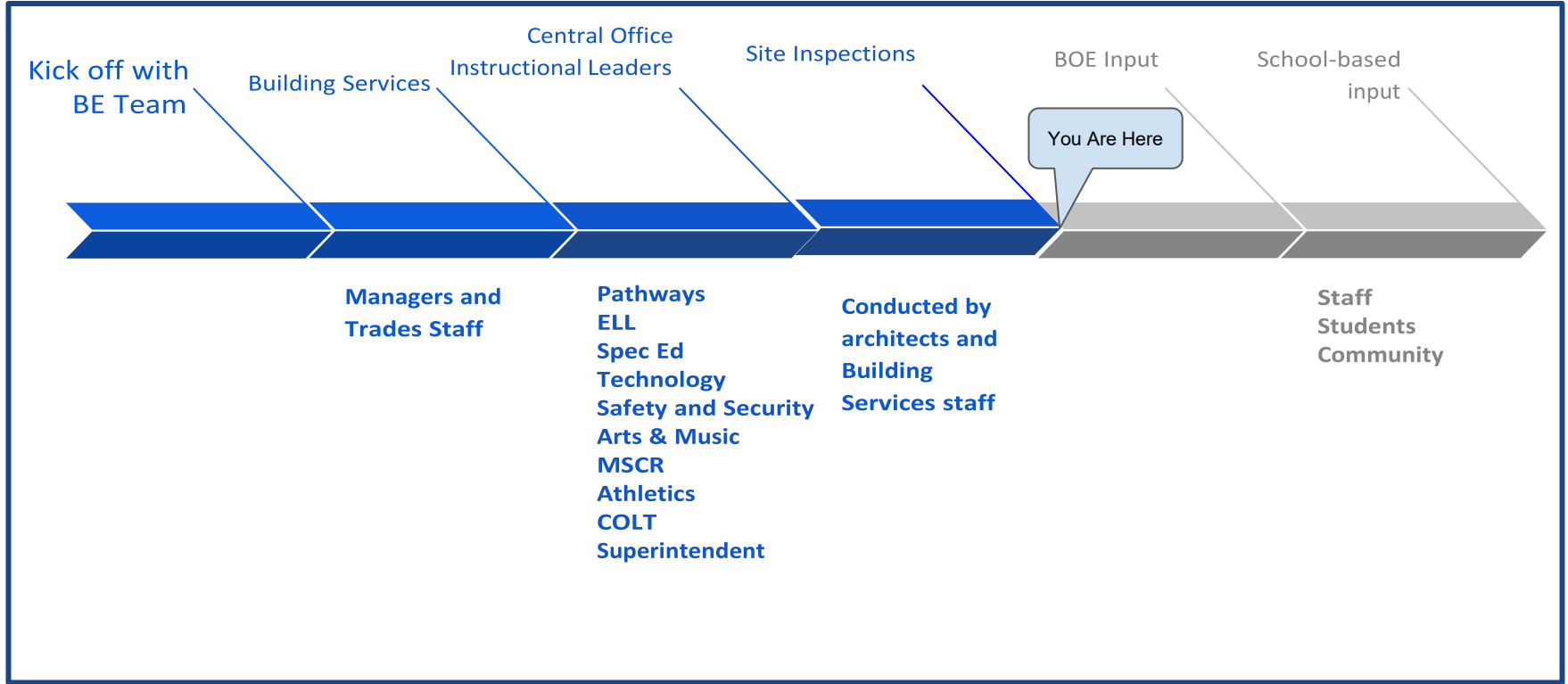


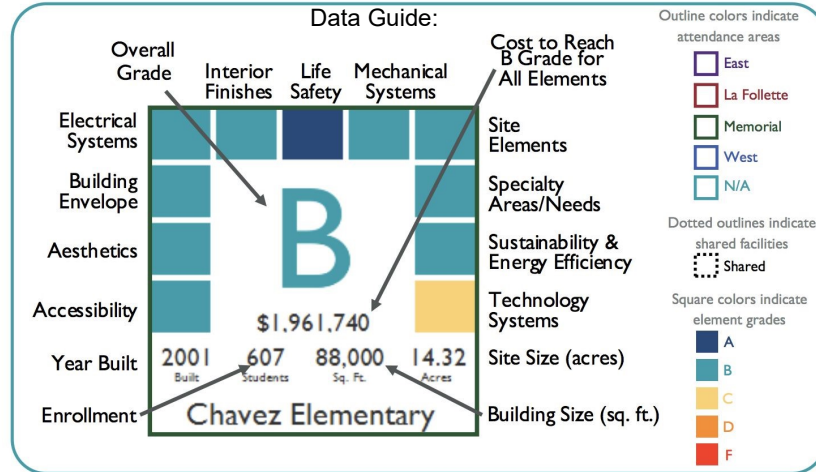
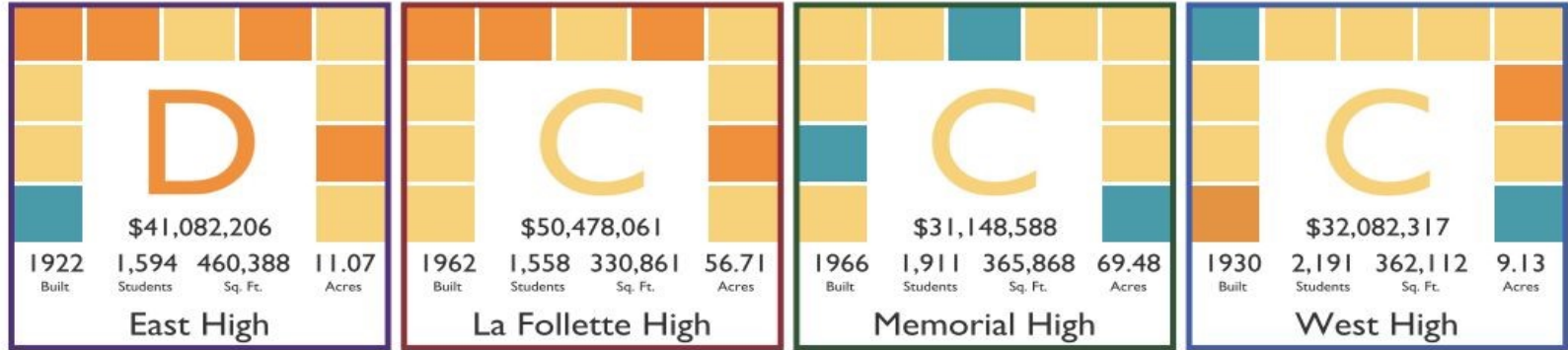
# High School Facilities Assessment

Goal: The first comprehensive  
reinvestment plan for the high schools  
since the 1970's

v1.0 January 2019

# High School Needs Assessment: Feedback and Input to Date







# High School Enrollment Projections

School	Full Time FTE	Current Capacity	Current Enrollment	Projection 2026-27	Projection 2036-37
East	166	2666	1621	1583	1568
La Follette	157	2285	1583	1569	1618
Memorial	166	2262	1969	2028	2247
West	176	2240	2244	2119	2109

The current enrollment is for the date January 9, 2019.

The current full time staffing level is from a January 4, 2019 snapshot.

For a discussion of the Current Capacity see the Fall 2018 Enrollment report on the [RPEO Reports webpage](#).

The ten-year projection (2026-27) and twenty-year projection (2036-37) is for Scenario 3 from the [Vandewalle projections report](#) on page 83 (page 93 of PDF). These projections are currently in the process of being updated.

# Common Themes at all Four High School Sites

## Educational Spaces

Lab spaces dated and in poor condition LMCs not designed for tech and flexible use Instructional spaces are not flexible (furniture and expandable spaces) Art and music spaces are very dated and in many cases too small All spaces must be accessible



## Functionality

Review traffic flow in common spaces Placement of student support areas and Welcome Centers Consider support of Small Learning Communities, collaboration spaces Better support of community partnerships and usage Security improvements



## Deferred Maintenance Athletics



All spaces overused and worn Locker rooms need complete overhaul (accessibility, all gender, Title 9) Insufficient practice spaces Competition spaces need refresh and accessibility upgrades

Mechanical systems need to be upgraded (energy efficiency, climate control, reliability)  
Building envelope maintenance (masonry repairs, windows, roof membrane)  
Finishes (floors, ceilings, walls) need to be refreshed  
Life safety (fire alarms, fire suppression, PAs)

# Tiered Considerations for High School Improvement

*Tiers provide a way of discussing project scope - these are not project recommendations*

- **Bronze**

- Roughly \$30 million dollars per school
- Majority of recommendations include deferred maintenance

- **Silver**

- Roughly \$50 million dollars per school
- Deferred maintenance needs addressed and more funding dedicated to instruction

- **Gold**

- Roughly \$70 million dollars per school
- Deferred maintenance needs addressed, majority of funding dedicated to instruction and innovation

## Dane County Referendum Projects since 2013

<b><u>School District</u></b>	<b><u>Date</u></b>	<b><u>Project Summary</u></b>	<b><u>Cost</u></b>
Verona	April 2017	New High School	\$162 Million
McFarland HS	November 2016	New Auditorium/Pool	\$65 Million
Monona	November 2018	New Elementary, Deferred Maintenance, Safety Upgrades	\$57 Million
Sun Prairie	November 2016	2 New Elementary Schools	\$89.5 Million

Middleton-Cross Plains	November 2018	High School expansion, new Intermediate School	\$138.9 Million
Oregon	November 2014&18	All buildings Land Purchase and New Building	\$54.6 Million \$44.9 Million
Waunakee	November 2014	New Intermediate School	\$44.8 Million
DeForest	April 2015	2 Elementary Schools	\$41 Million

# La Follette High School - Preliminary Assessment

## Madison Metropolitan School District Robert M. LaFollette High School

### BUILDING IMPROVEMENT PROJECTS

1/9/2019

Item Description		Bronze	Silver	Gold
Facility Observations and Assessments				
	Facility Condition Index (FCI)	\$ 12,800,000	\$ 25,900,000	\$ 28,200,000
Building Functionality				
	Main Office Entry	\$ 2,100,000	\$ 2,400,000	\$ 3,200,000
	Corridor circulation and Commons	\$ 1,600,000	\$ 2,200,000	\$ 3,400,000
	Furniture	\$ 500,000	\$ 1,000,000	\$ 1,500,000
Educational Spaces				
	Classroom Collaboration Pathways spaces	\$ 2,100,000	\$ 3,200,000	\$ 4,300,000
	STEAM lab and Technical Education	\$ 600,000	\$ 1,500,000	\$ 4,400,000
	Fine Arts/Arts Entry	\$ 3,000,000	\$ 3,000,000	\$ 5,600,000
	Library and Collaboration spaces	\$ -	\$ -	\$ 2,500,000
	Student Services	\$ -	\$ -	\$ 3,400,000
Athletic and Community Spaces				
	Gymnasium/Athletic Entry	\$ 2,900,000	\$ 5,300,000	\$ 7,200,000
	Athletic facility upgrades and Locker Rooms	\$ 2,900,000	\$ 3,400,000	\$ 3,900,000
	Outdoor Athletic facilities	\$ 2,500,000	\$ 2,700,000	\$ 3,800,000
Design Recommendations				
	Asthetic upgrades	\$ 250,000	\$ 500,000	\$ 750,000
	Landscaping	\$ 100,000	\$ 100,000	\$ 200,000
	Branding and signage	\$ 100,000	\$ 300,000	\$ 500,000
<b>TOTAL</b>		<b>\$ 31,450,000</b>	<b>\$ 51,500,000</b>	<b>\$ 72,850,000</b>

all costs expressed as 2020 construction costs

# Initial Recommendations-La Follette High School

## 1. Deferred Maintenance

- Address all FCI items graded as a D or F to include but not limited to the following:
- Mechanical System overhaul, switch from a steam system to a hot water system, as well as incorporate AC.
- Electrical system overhaul, upgrade service to building and generator system.
- Plumbing system overhaul, upgrade restrooms, replace galvanized piping with copper.

## 2. Building Functionality

- Main Office Entry, shall include a modest addition to the current office space to create a new welcome center, as well as reinvigorate the main entrance to the building off of Pflaum Road.
- Corridor, Circulation and Commons, shall include renovation to the existing corridors and commons to address circulation flow.
- Furniture

## 3. Educational Spaces

- Classroom, Collaboration and Pathways Spaces, scope shall incorporate enclosing existing pit area for additional educational space.
- STEAM Lab and Technical Education will have

minimal work to improve aesthetics and furniture upgrades.

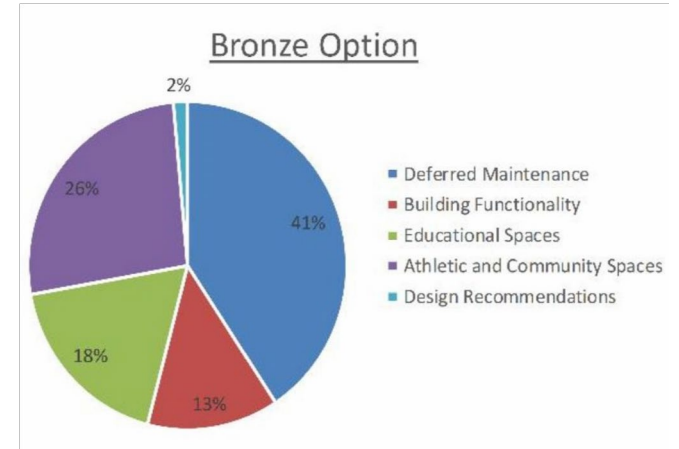
- Fine Arts/Arts Entry, shall include renovation of the auditorium.
- Student Services, will not have any work associated with this option other than aesthetic or furniture upgrades.

## 4. Athletic and Community Spaces

- Gymnasium/Athletic Entry, shall include renovation of existing spectator gym to include new finishes, upgraded bleachers and acoustic wall panels.
- Athletic Facility Upgrades and Locker Rooms, shall include renovation of the existing team locker rooms.
- Outdoor Athletic Facilities. Shall include new turf for Lussier Stadium.

## 5. Design Recommendations

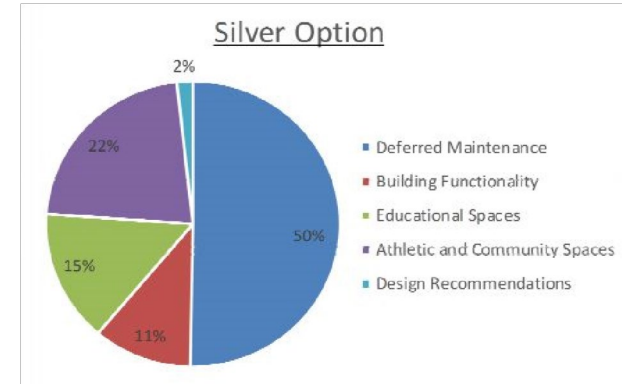
- Aesthetic Upgrades
- Landscaping
- Branding and Signage



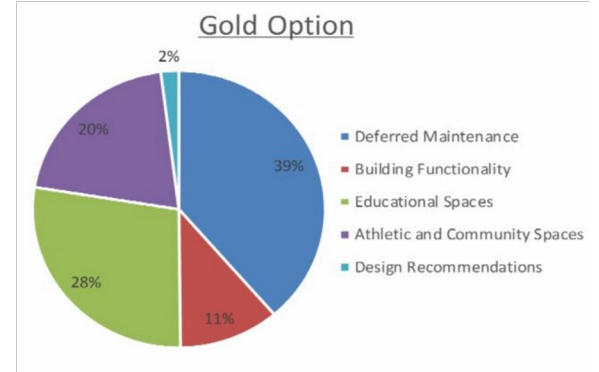


# Silver & Gold Option Summary-La Follette High School

- Key additions-Silver
  - Address additional deferred maintenance needs
  - Corridor addition to solve significant issue with congestion
  - Main Office and Welcome Center addition
  - More significant renovations (deferred maintenance) to all instructional spaces
  - Renovated Field House becomes Spectator Gym



- **Key additions-Gold**
  - New STEAM/Pathways space in existing gym
  - New Fine Arts entrance w/ practice space addition
  - New centralized Student Services area
  - New Wellness/Fitness Center, gym and new locker rooms



# East High School - Preliminary Assessment

## Madison Metropolitan School District East High School

### BUILDING IMPROVEMENT PROJECTS

1/9/2019

Item Description	Bronze	Silver	Gold
Facility Observations and Assessments			
Facility Condition Index (FCI)	\$ 15,200,000	\$ 28,900,000	\$ 32,400,000
Building Functionality			
Main Office Entry	\$ 2,900,000	\$ 2,900,000	\$ 2,900,000
Commons/Kitchen, receiving	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000
Parking on site	\$ -	\$ -	\$ -
Furniture	\$ 500,000	\$ 1,000,000	\$ 1,500,000
Educational Spaces			
Classroom Collaboration Pathways spaces	\$ 2,600,000	\$ 3,600,000	\$ 5,500,000
STEAM lab and Technical Education	\$ 2,800,000	\$ 3,400,000	\$ 4,200,000
Fine Arts Music rooms		\$ 3,600,000	\$ 4,200,000
Library and Collaboration spaces			\$ 3,500,000
Pathways and Culinary			\$ 3,100,000
Student Services			\$ 2,900,000
Athletic and Community Spaces			
Gymnasium/Athletic Entry			
Athletic facility upgrades and Locker Rooms	\$ 3,300,000	\$ 4,900,000	\$ 5,200,000
Outdoor Athletic facilities	\$ -	\$ -	\$ 200,000
Design Recommendations			
Asthetic upgrades	\$ 250,000	\$ 500,000	\$ 750,000
Landscaping	\$ 75,000	\$ 100,000	\$ 175,000
Branding and signage	\$ 100,000	\$ 250,000	\$ 500,000
<b>TOTAL</b>	<b>\$ 30,725,000</b>	<b>\$ 52,150,000</b>	<b>\$ 70,025,000</b>

all costs expressed as 2020 construction costs

# Initial Recommendations-East High School

## 1. Deferred Maintenance

- Address all FCI items graded as a D or F to include but not limited to the following:
- Mechanical System overhaul, switch from a steam system to a hot water system, as well as incorporate AC.
- Electrical system overhaul, upgrade service to building and generator system.
- Plumbing system overhaul, upgrade restrooms, replace galvanized piping with copper.

## 2. Building Functionality

- Main Office Entry, shall include an addition and renovation to get all of the office and welcome center into one location, more accessible to the public. This will also include an entrance addition to help identify the main entrance.
- Commons/Kitchen, Receiving, shall include an addition and a renovation to the existing cafeteria space. The goal would be to get the kitchen to the exterior of the building and allow the cafeteria to blend in with the mall/commons spaces.
- Furniture

## 3. Educational Spaces

- Classrooms, shall include minor renovation of existing spaces to be better utilized for larger class rooms and collaboration space.

- STEAM Lab and Technical Education will receive significant upgrades to the existing spaces to improve functionality and aesthetics.

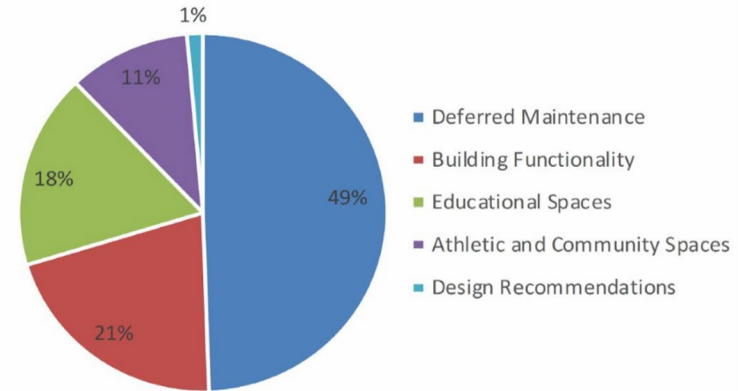
## 4. Athletic and Community Spaces

- Gymnasium/Athletic Entry, no work shall be included for this as there is a current project looking to start in 2019 that will provide a new entry to the fieldhouse, which will also be renovated to be the new spectator gym.
- Athletic Facility Upgrades and Locker Rooms, shall include renovation of existing team locker rooms located under the outdoor plaza.

## 5. Design Recommendations

- Aesthetic Upgrades
- Landscaping
- Branding and Signage

Bronze Option



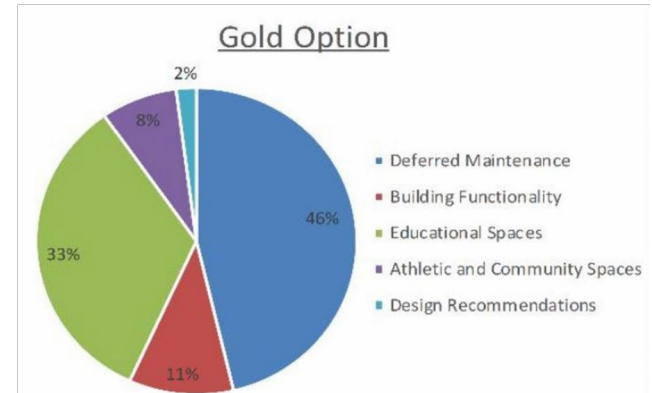
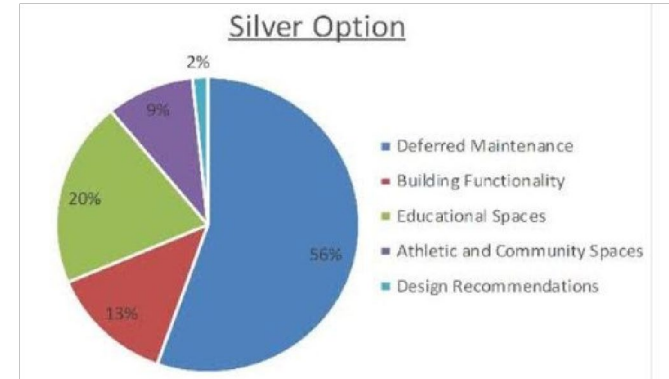
# Silver & Gold Option Summary-East High School

- Key additions-Silver

- More extensive deferred maintenance needs addressed
- STEAM/Pathways spaces completely renovated
- Fine Arts spaces moved and renovated
- All locker rooms completely renovated

- Key additions-Gold

- Additional deferred maintenance
- New centralized Student Services area
- New/renovated LMC and collaboration spaces
- Renovated Culinary Lab



# West High School - Preliminary Assessment

	Bronze	Silver	Gold
<b>Deferred Maintenance</b>			
Facility Condition Index	<b>\$16,200,000</b>	<b>\$16,200,000</b>	<b>\$16,200,000</b>
<b>Building Functionality</b>			
Parking	\$400,000	\$400,000	\$5,000,000
Welcome Center	\$2,500,000	\$2,500,000	\$2,500,000
Fire Suppression		\$1,500,000	\$1,500,000
Furniture	\$500,000	\$1,000,000	\$1,000,000
	<b>\$3,400,000</b>	<b>\$5,400,000</b>	<b>\$10,000,000</b>
<b>Educational Spaces</b>			
Classrooms	\$7,800,000	\$16,200,000	\$19,700,000
Science Labs	\$800,000	\$800,000	\$800,000
Music		\$1,500,000	\$1,500,000
Theater / Fine Arts		\$3,000,000	\$3,000,000
LMC		\$2,000,000	\$3,300,000
	<b>\$8,600,000</b>	<b>\$23,500,000</b>	<b>\$28,300,000</b>
<b>Athletics / Community</b>			
Locker Rooms	\$500,000	\$600,000	\$400,000
Bleachers	\$300,000	\$300,000	\$300,000
Pool		\$2,000,000	\$12,300,000
Baseball Fields		\$1,000,000	\$1,000,000
Artificial Turf	\$1,000,000	\$1,000,000	\$1,500,000
	<b>\$1,800,000</b>	<b>\$4,900,000</b>	<b>\$15,500,000</b>
	<b>\$30,000,000</b>	<b>\$50,000,000</b>	<b>\$70,000,000</b>

# Possible Project Recommendations-West High School

## Bronze Option

### 1. Deferred Maintenance

- a. Roofs & Copings (replacement)
- b. Exterior Doors
- c. Brick Repair/Tuckpointing
- d. Eliminate steam boilers; convert to electric or gas hot water heat. All piping needs to/should be replaced.
- e. Replace air handlers; Gym AHU replacement priority
- f. Replace pool mechanicals
- g. Replace/upgrade mechanical controls
- h. Replace water softener
- i. Replace domestic tank heaters
- j. Replace remaining valves
- k. Window Replacement
- l. Restroom Renovations
- m. Lighting Upgrades
- n. Upgrade Classroom Finishes

### 2. Building Functionality

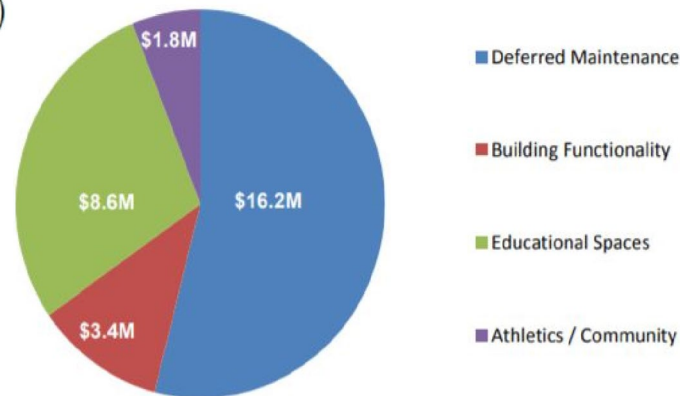
- a. Welcome Center
- b. Parking Lot Addition (Van Hise)
- c. Furniture Replacement

### 3. Educational Spaces

- a. 3 Story addition with/ Classrooms and elevator

### 4. Athletics & Community Space

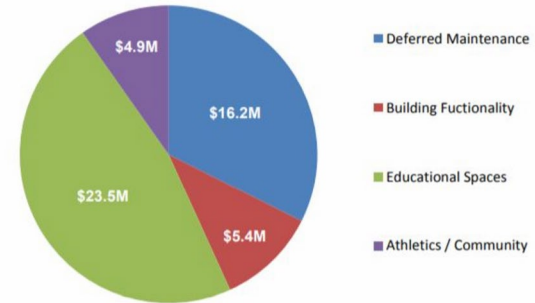
- a. Locker Rooms
- b. Bleachers
- c. Artificial Turf at "main" field



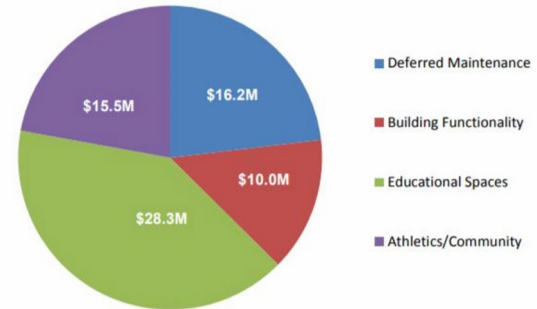
# Silver & Gold Option Summary-West High School

- Key additions-Silver
  - Upgrade all classroom finishes, including labs
  - Courtyard infill
    - New LMC, 2 floors of new classrooms, elevator
  - Pool and athletic field renovations
  - Theater renovations
- Key additions-Gold
  - Additional parking
  - New Fine Arts area in existing pool space
  - Expanded LMC
  - New pool

**Silver**



**Gold**





# Memorial High School - Preliminary Assessment

	Bronze	Silver	Gold
<b>Deferred Maintenance</b>			
Facility Condition Index	\$23,000,000	\$23,400,000	\$23,400,000
<b>Building Functionality</b>			
ADA Improvements	\$400,000	\$400,000	\$400,000
Site Improvements		\$700,000	\$700,000
Welcome Center			\$2,100,000
Fire Suppression		\$1,400,000	\$1,400,000
Furniture	\$500,000	\$1,000,000	\$1,500,000
	\$900,000	\$3,500,000	\$6,100,000
<b>Educational Spaces</b>			
Classroom Upgrades		\$1,700,000	\$3,900,000
Science Labs	\$600,000	\$800,000	\$800,000
Music	\$400,000	\$2,300,000	\$2,300,000
Theater / Fine Arts	\$3,100,000	\$12,000,000	\$12,600,000
Small Theater / Community		\$1,900,000	\$1,900,000
LMC			\$2,400,000
	\$4,100,000	\$18,700,000	\$23,900,000
<b>Athletics / Community</b>			
Locker Rooms	\$600,000	\$800,000	\$800,000
Pool		\$2,000,000	\$2,000,000
Baseball Fields	\$400,000	\$600,000	\$600,000
Artificial Turf			\$1,000,000
Mansfield Stadium	\$1,000,000	\$1,000,000	\$12,200,000
	\$2,000,000	\$4,400,000	\$16,600,000
	\$30,000,000	\$50,000,000	\$70,000,000

# Possible Project Recommendations-Memorial High School

## Bronze Option

### 1. Deferred Maintenance

- a. Roofs (replacement)
- b. Replace Exterior Doors
- c. Brick Repair/Tuckpointing
- d. Window Replacement
- e. Classroom Finish Upgrades
- f. Restroom Upgrades
- g. Interior Piping Replacement
- h. Conversion to Hot Water
- i. Remove 480v & 208v
- j. Replace Existing wiring
- k. Replace chillers, convert to DX & connect air handlers
- l. Replace air handlers;
- m. Replace Existing roof top units
- n. Replace make-up tank for the pool
- o. mechanical controls
- p. Replace domestic tank heater
- q. Separate cold & hot water coils/valves
- r. Convert exist piping to galvanized or copper
- s. Replace underfloor storm piping – A & B wings
- t. Replace Underground piping
- u. Add AC systems for recreation spaces
- v. Improve Site Drainage
- w. Hard surface Repair

### 2. Building Functionality

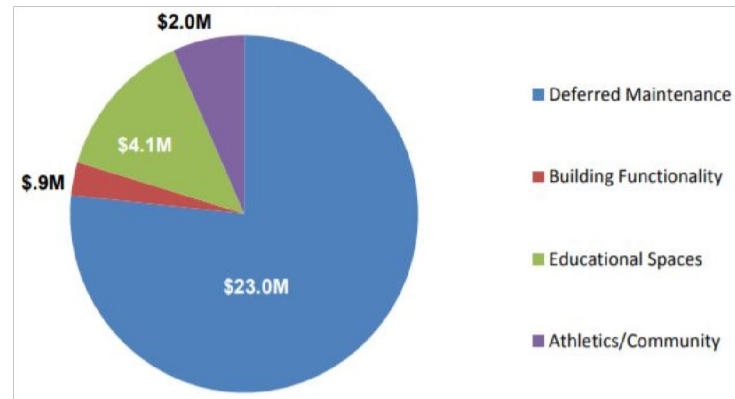
- a. Replace non-compliant handrails/guardrails
- b. Replace non-compliant hardware
- c. Furniture

### 3. Educational Spaces

- a. Update Science rooms & Labs space (equipment, furnishings, utilities)
- b. Music Room Renovation
- c. Theater Renovation

### 4. Athletics & Community Space

- a. Upgrade Locker Rooms
- b. Baseball Field Upgrades
- c. Artificial Turf at Mansfield



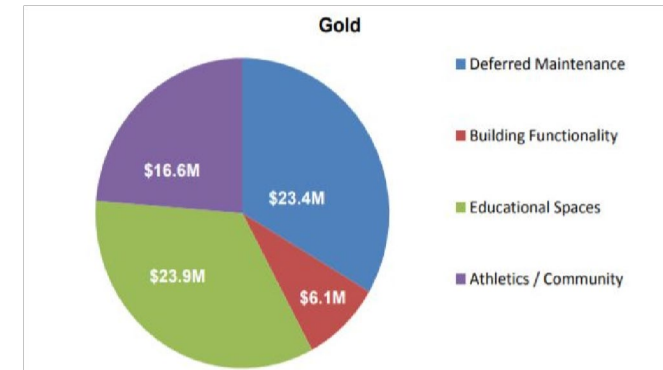
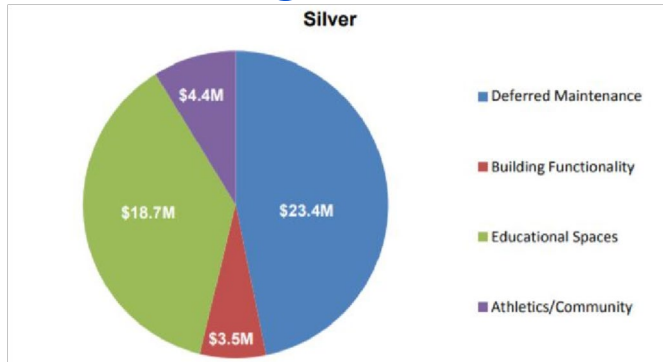
# Silver & Gold Option Summary-JMM High School

- Key additions-Silver

- New Fine Arts addition (theater and classrooms)
- New flexible learning spaces
- All instructional spaces renovated
- Additional athletic upgrades
- Accessibility upgrades

- Key additions-Gold

- Renovated Welcome Center and consolidated offices
- Enclosed Courtyard for collaborative learning spaces
- Complete rebuild of Mansfield Stadium
- Technical Education and Art renovations



feedback  
**ideas**  
*comments*  
thoughts  
suggestions



# Next steps - TBD

High School Engagement

Financial Modeling

Other

## Recommended Land Purchase:

Dohm Farm - Acacia Ridge Subdivision  
Reserve for Future MMSD School Site

Location: City of Madison, West Side,  
Pioneer Neighborhood Development Area

Size: 8.0 acres next to future City park

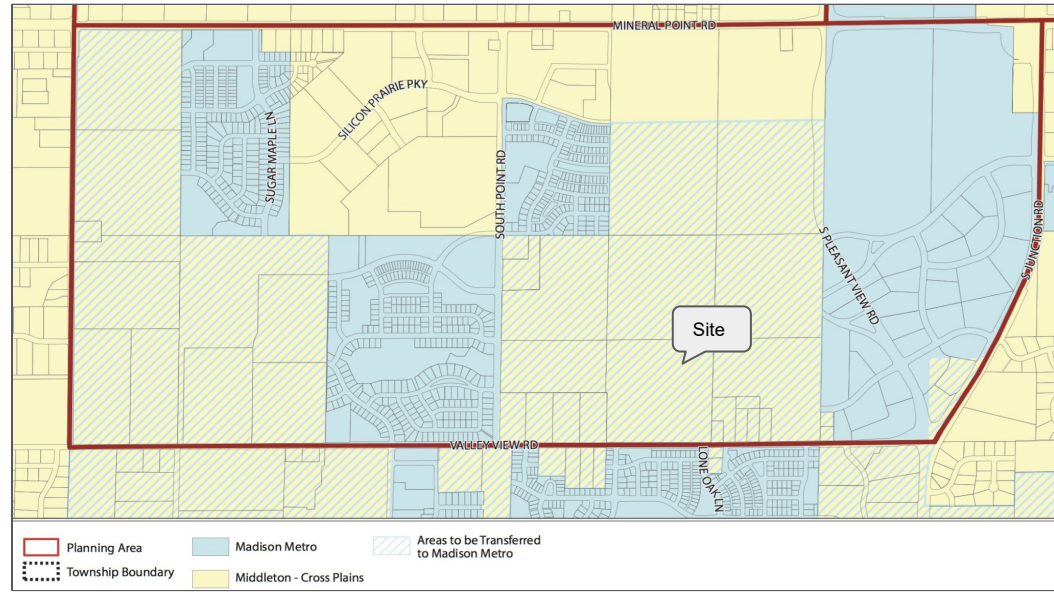
Price: Fully improved \$2.050 million

Status: Signed Offer to Purchase (Dec '17)

MMSD Due Diligence Review: No issues discovered

## Rationale for Purchase:

- Boundary agreement with MCPSD transfers large areas of land to MMSD upon annexation to the City of Madison
- Development area will be primarily high-density single family and some multi-family residential
- Developer's plan must include a school site per City of Madison requirements (can be waived by MMSD)
- Olson is projected to exceed current capacity in 6 years and exceed its maximum capacity about 5 years after that
- Olson attendance area could be narrowed to match its capacity when/if it becomes necessary
- A new school would serve all development north of Valley View, west of Meadow Rd when/if it becomes necessary



- MMSD negotiated for an ideal school site at a price approximately 10% below market
- Land expected to hold or increase in value over the long term - MMSD is exempt from taxes and capital gains